



Report to the Auburn City Council

Action Item
131 7
Agenda Item No.

City Manager's Approval

To: Mayor and City Council
From: Robert Richardson, City Manager
Date: August 27, 2012
Subject: Performance Budget Discussion

The Issue

Shall the City Council provide direction for the proposed performance budget format?

Conclusion and Recommendation

That the Council review the draft performance budget submission, provide direction on any desired changes, and instruct staff to return with each department's budget during subsequent meetings.

Background

The City Council has requested that staff begin the development of a more comprehensive and transparent budget document focusing on annual departmental performance. Typically referred to as a Performance Budget, department directors have been working to develop indicators and milestones for work completed that accurately reflects the activity of their department's operations. Once a format is adopted, this document will allow the Council to compare operational effectiveness year-over-year and allocate resources in a more focused fashion. However, tonight's presentation is simply the start of the budget development process where staff will come forward with one departmental presentation per meeting to give the Council a chance to review and provide guidance as to the type of information that would be of greatest assistance.

The new budget documents represent a balance between providing representative performance data and not hampering the current operational effectiveness of any department. During the recession, Auburn lost 30% of its staffing without reducing service levels to our citizens. This demonstrates a great effort on the part of our team. However, it also indicates the extent to which workloads have increased. Therefore, we are mindful of maintaining a balance between adding additional administrative loads on to City Staff vs. maintaining service levels for our citizens. We hope that the

performance measures presented will closely reflect the information you will need on an annual basis to better direct the resources of the City.

Alternatives

Accept the proposed budget format as provided
Direct changes to the format
Bring all department performance measures back at one time

Fiscal Impact

No additional impact

Attachments

Proposed Public Works Performance Budget format

Public Works Department

Public Works Mission

The Public Works Department is responsible for the design, management and maintenance of the City's capital assets including streets, roads, sanitary sewer and storm drainage infrastructure, street lights, traffic signals, park facilities and building maintenance, solid waste and recycling, fleet maintenance, land development, transit and airport operations.

Public Works Mission/Vision Statement

The Public Works Department is dedicated to providing timely and cost effective public works related services and programs that ensure the community's health, safety and welfare, protect and enhance the environment and quality of life; further the orderly development and maintenance of the City's infrastructure and exemplify a strong commitment to customer service and the community.

Services Provided

Airport Program

The Airport Program is assisted by the Public Works Department. Public Works manages the Airport facilities, provides equipment support, and assists with ground maintenance at the Airport and Industrial Park. The Public Works Department also manages all the Capital Improvement Projects at the Airport and assists with all regulatory programs at the Airport, including the Industrial Storm Water Permit, Underground Storage Tank Permits and Fuel Island Permits.

Sewer Program

Public Works manages the Wastewater Treatment Plant and Sewer System Collection Division which is operated by a private contractor, CH2M Hill - OMI. Although the number of sewer manholes and sewer lines has remained constant there have been and significant increased maintenance activities related to meeting the Regional Water Quality Control Board's required Sanitary Sewer Maintenance Program for the City. These activities are indicating a positive effect on the reduced number of emergency sewer callouts and will require further effort as our system ages.

Transit Program

The Transit Program operates Auburn Transit within the City of Auburn and the Bowman Area. Auburn Transit is a deviated fixed route which operates Monday – Friday Routes from 6 am – 6:30 pm and a Saturday Route from 9 am – 5:30 pm. The Transit Division maintains transit shelters and the Auburn Multi-Modal Station. Transit Division staff participates with Placer County Transportation Planning Agency and the Sacramento Area Council of Governments in planning, outreach, funding and coordination of services amongst the regional transit operators. Staff participates in yearly financial audits and a performance audit every three

years. Compliance with the local California Highway Patrol includes a yearly terminal and bus inspections with corresponding records requirements.

Public Works Street & Fleet Maintenance, Building and Maintenance, Administration and Engineering Services

The Public Works Street & Fleet Maintenance Division duties include maintaining the City's infrastructure. The Maintenance Division removes road debris, sweeps the City's streets, repair and replaces sidewalks, fills potholes, maintains the street and traffic signage, clears storm drains, removes graffiti, maintains the City's streets striping, maintains the street vegetation and sets-up for Community Events. The Maintenance Division manages the City vehicles and equipment maintenance and assists with vehicle procurements.

The Public Works Building & Facilities Maintenance Division duties include maintaining the City's owned buildings and facilities. Also included are capital improvements and upgrades to all City facility assets.

The Administration & Engineering Division duties and responsibilities include budget oversight, capital improvement program coordination and performance, coordination and review of private land development, manages the Streets Pavement Maintenance program, public improvement inspections and processes grading permits, encroachment permits, transportation permits, management of the solid waste contract and closed landfill, management and implementation of the NPDES Phase II Stormwater Permit, administration of the traffic signal maintenance, conduct engineering speed surveys, traffic counts and support to all the divisions in the Public Works Department.

Performance-Based Budgeting
Public Works Department

<u>Quantitative Measure</u>	<u>FY09-10</u>	<u>FY10-11</u>	<u>FY11-12</u>
Number of Full-Time Employees	17	16	16
Number of Part-Time Employees	5	5	5
Number of Contracted Workers	8	7	7
<u>Airport</u>			
Number of Aircraft Operating (estimate)	246	250	254
Number of Hangers	101	106	107
Runway Condition	good	very good	very good
Aviation Assistant Equipment			
Airport Security Fencing	Partial	Partial	Full In Design
<u>Bus Service</u>			
Fare Rate	\$0.80	\$0.80	\$1.00
Number of Riders	54,212	53,501	48,375
Hours Per Week of Bus Service	87.45	89.24	90.06
<u>Community Event Support</u>			
Number of Community Events Supported	19	21	26
<u>Fleet Maintenance</u>			
Number of Vehicles	122	121	121
Average Age of Vehicle Fleet	10 yrs	11 yrs	12 yrs
<u>Flood Prevention</u>			
Length of Creeks, Ditches, Pipes Cleared	4.2 mi	4.5 mi	4.5 mi
Length of Creeks Uncleared	2 mi	1.7 mi	1.7 mi
<u>Hazardous Waste</u>			
Household Hazard Waste Events	1	1	1
<u>Solid Waste</u>			
Monthly Rate (Toter Service)	\$27.19	\$27.19	\$27.39
Disposal (lbs/person/day)	5.5	5.1	5.3
(Needs to be below Goal of 7.4)			

Streets & Sidewalks

Square Feet of Street Overlay (Upcoming Overlay Not Included)	113,000	375,000	50,000
Potholes Repaired (asphalt tons)	18 tons	16 tons	15 tons
Street Sweeping; Miles	5000 mi	6100 mi	6250 mi
Square Feet of Sidewalk Repair	400	550	375
Square Feet of New Sidewalks	24,350	250	7,375

Wastewater Treatment

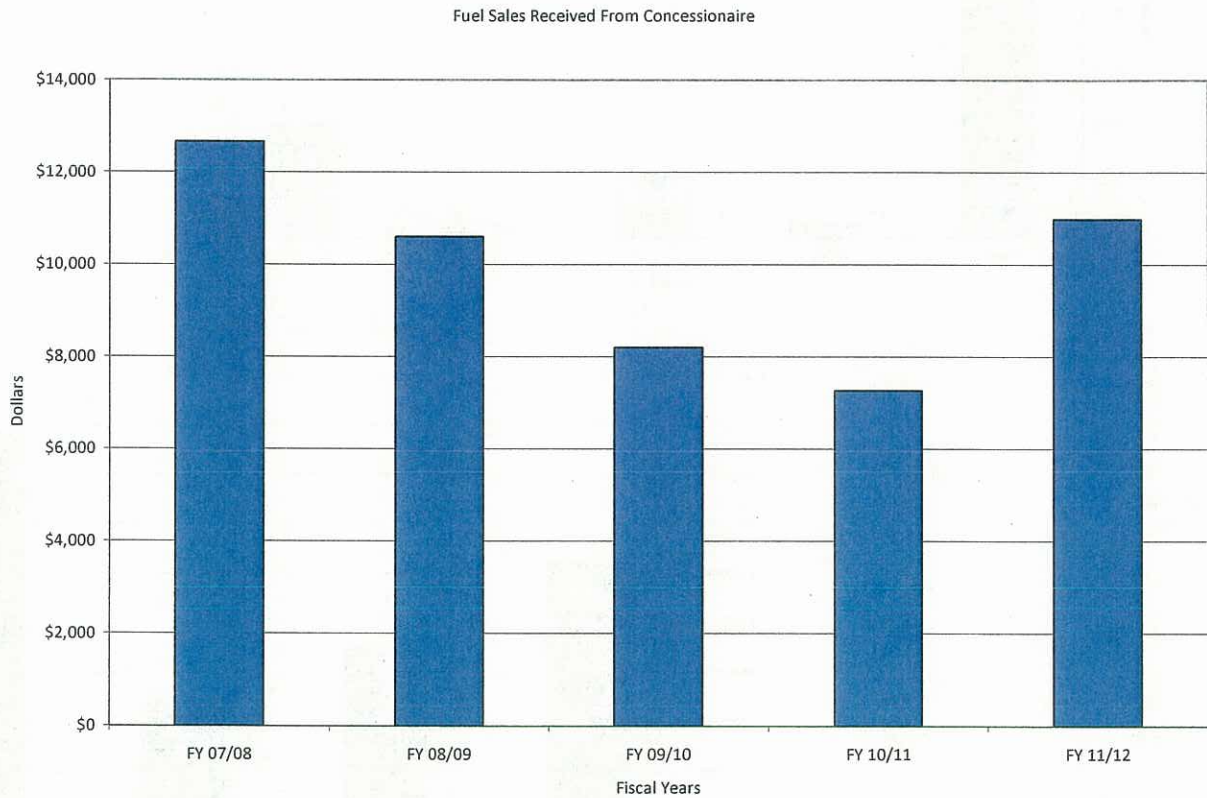
Monthly Sewer Rate per EDU	\$56.25	\$56.25	\$60.50
Connection Fee	\$6,929.96	\$7,252.28	\$7,408.20
Wastewater Treated (Annual Million Gallons)	480 mg	612 mg	506 mg
Regional Board Imposed Penalty Amts.	None	\$140,000	None
Pharmaceutical Take Back – Participation (Pounds Turned In)	350 lbs	1287 lbs	1197 lbs.

Initiatives

Airport Program

Perform operations within budgeted funds for each Fiscal Year.

In 2004, the estimated number of fixed based aircraft was 210 and has forecasted this number to increase to 290 by 2024. Currently there are 89 tie-down spots and 107 hangars located at the Auburn Airport and staff believes the current number of fixed based aircraft is approximately 225. Fuel sales have fluctuated over the last 3 years as there was a transfer of fixed based operators and a period of time when the City was directly responsible for the fuel sales.

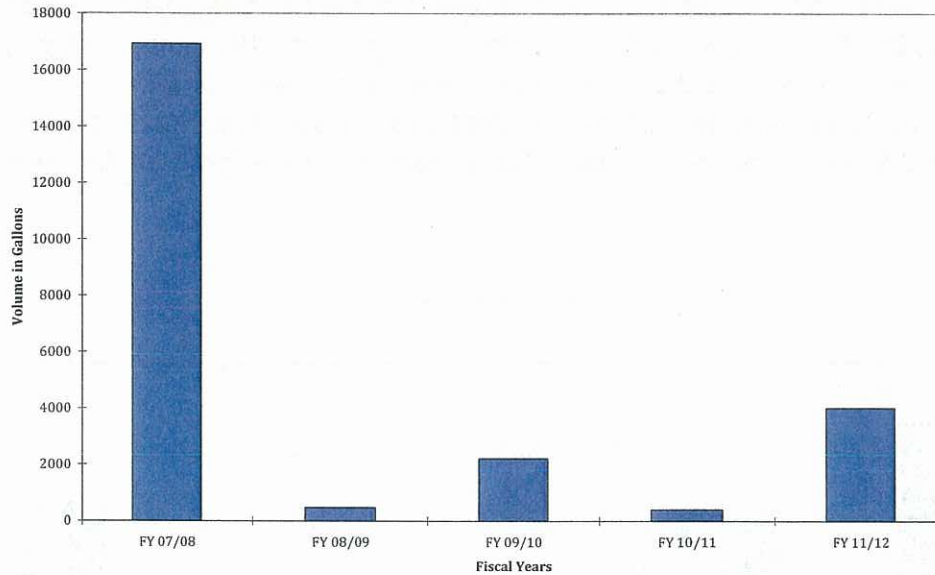


Note: Graph does not include funds the City received from Fuel Sales while the City was operating the Fuel Island.

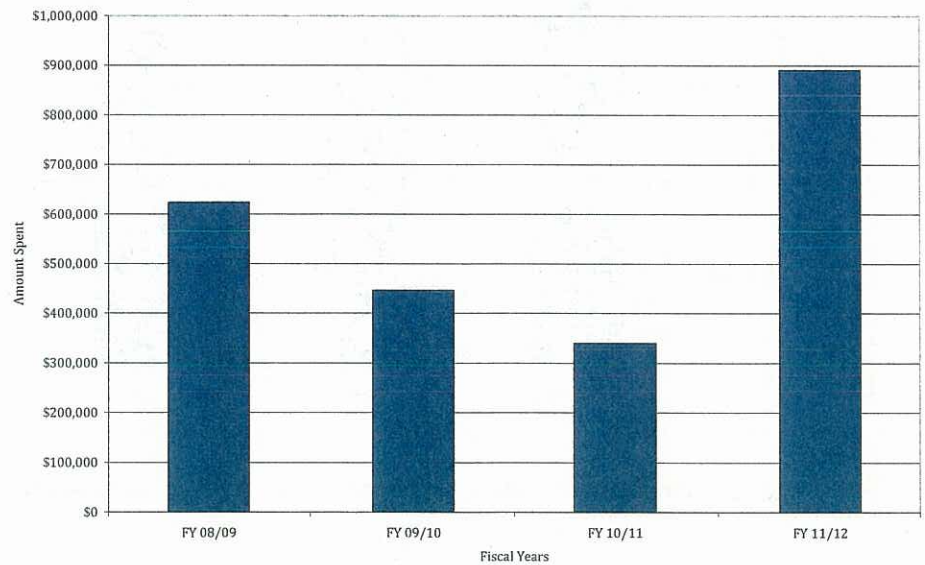
Sewer Program

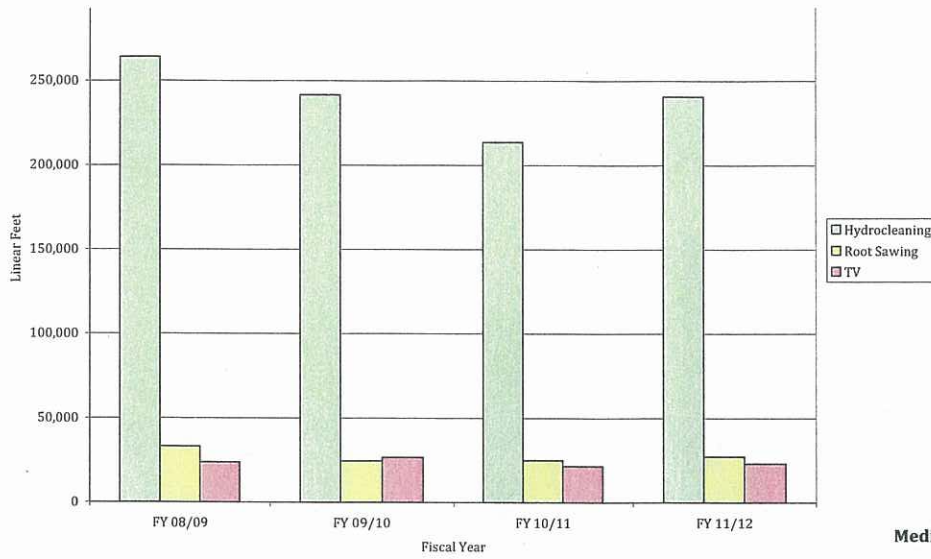
Implement capital investments for each Fiscal Year. Identify and facilitate capital investments for the Sewer Program to lower Sanitary Sewer Overflows and Inflow & Infiltration.

Sanitary Sewer Overflows

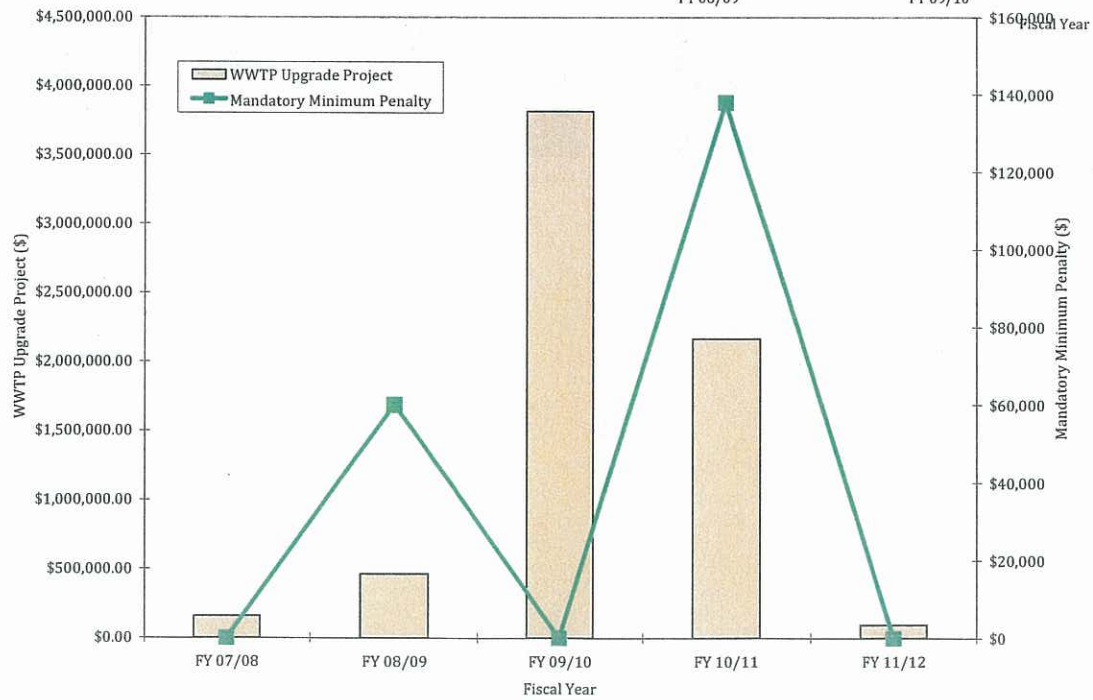
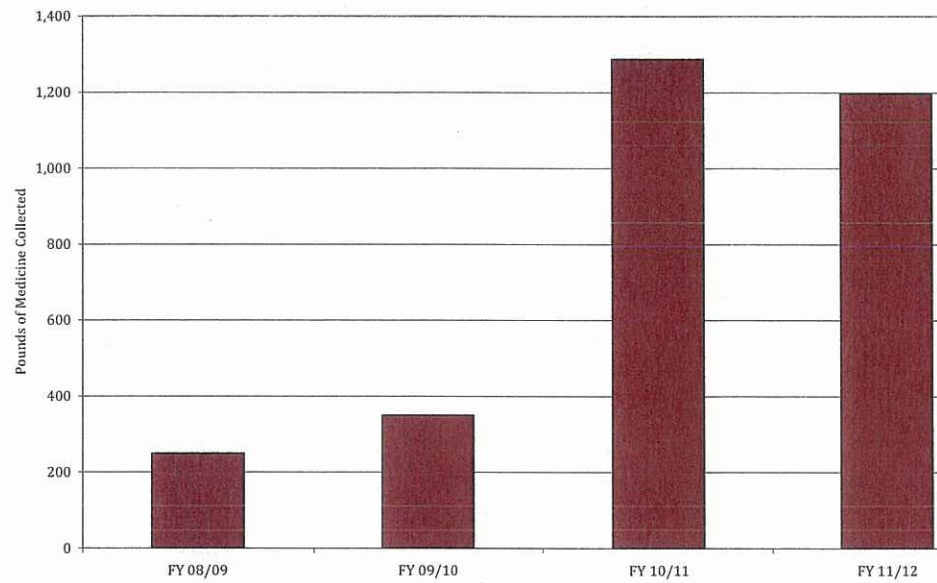


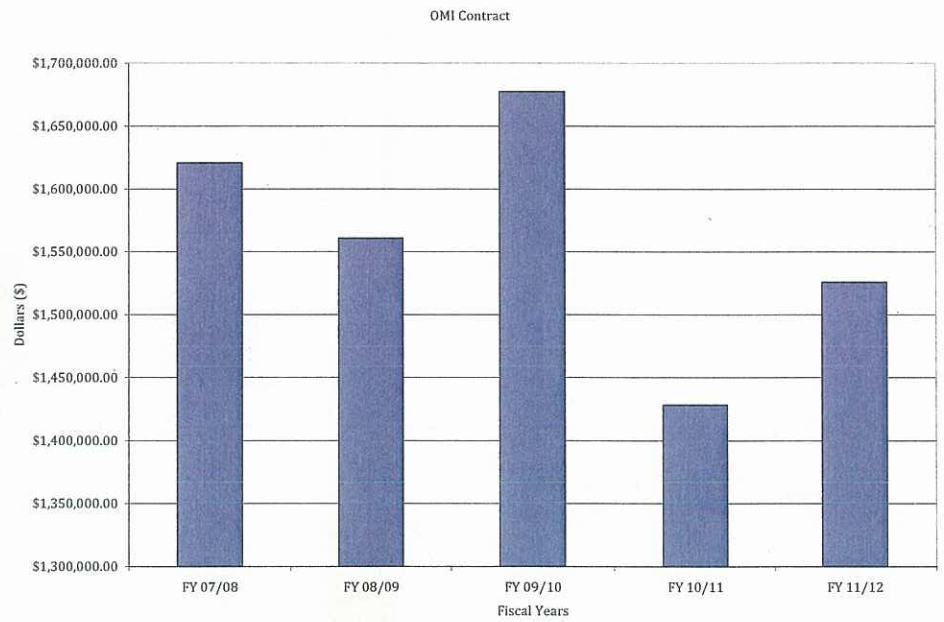
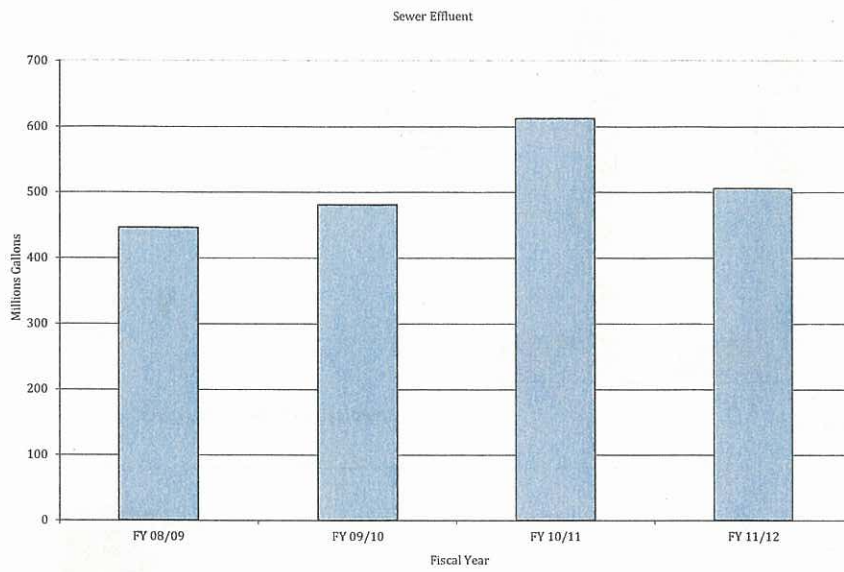
Emergency Sewer Repair Costs





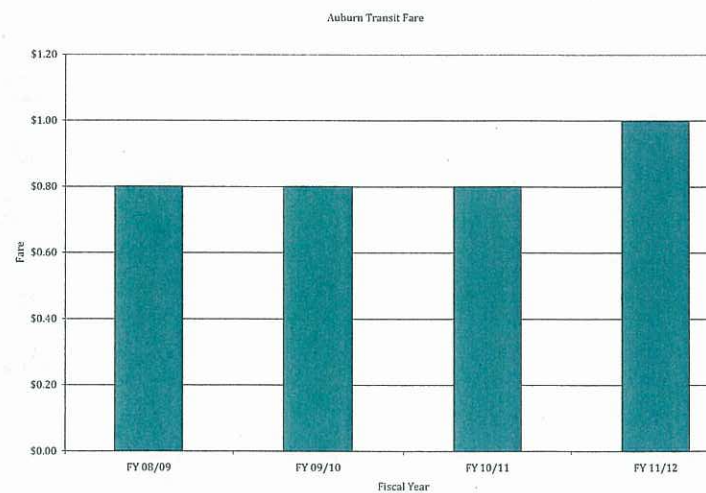
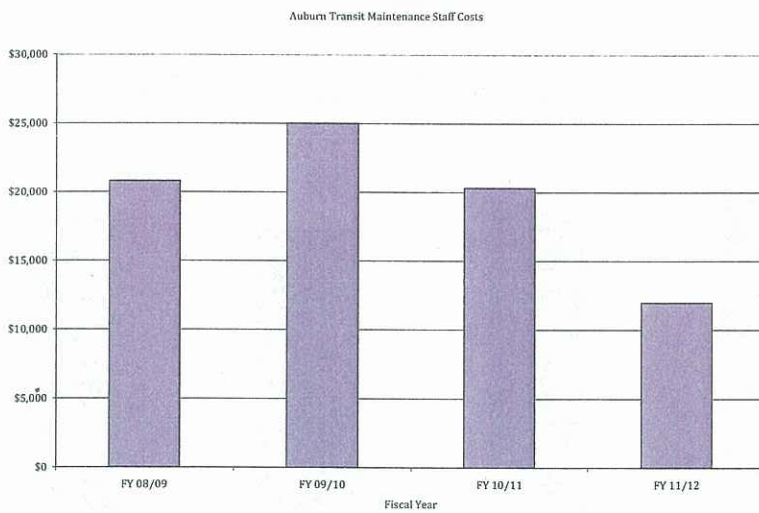
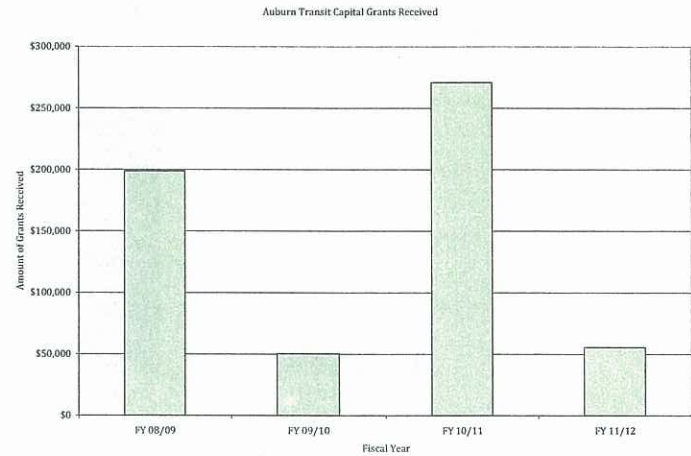
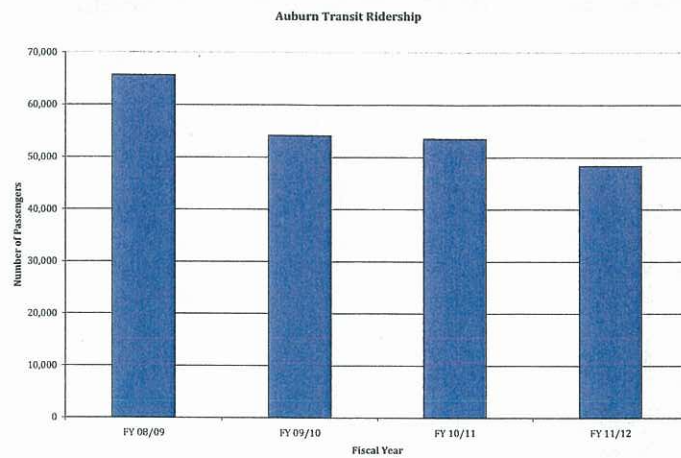
Medication Take Back Events





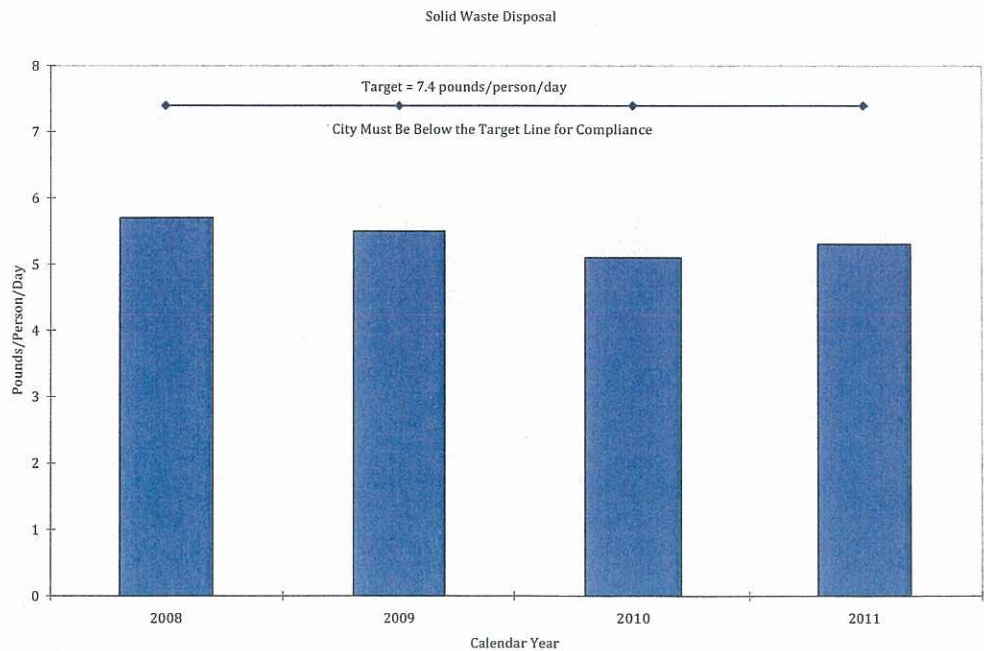
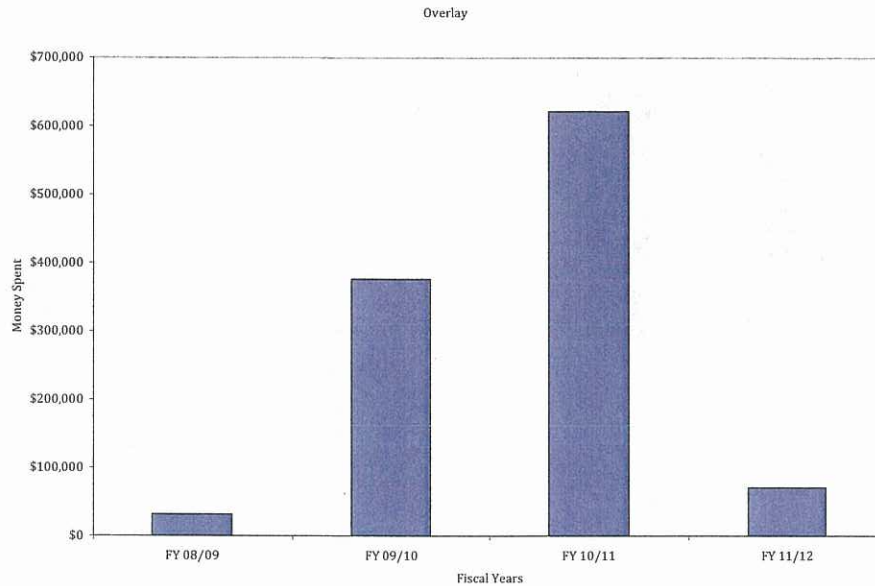
Transit Program

Perform operations within budgeted funds for each Fiscal Year. Provide transit services to the community to allow access to the Auburn Community. Identify and pursue potential funding for capital equipment purchases to support transit services.



Public Works Street & Fleet Maintenance, Building & Facilities Maintenance, Administration & Engineering

Perform operations within budgeted funds for each Fiscal Year. Identify and pursue other potential funding sources to assist and support the City's maintenance and improvements of existing streets, street maintenance equipment and construction of pedestrian improvements.



Sewer Program

In the last four years over \$2,300,698 in funding has been dedicated towards the repair and replacement of the City's 80 miles of aging sewer pipe. As a result there has been a noted stabilization of inflow and infiltration (I&I) into the treatment facility and the number of sanitary sewer overflows (SSO) in that period of time has decreased. The variations in the annual number of gallons treated at the WWTP are primarily impacted by the amount of rainfall however the general trends between the initiatives suggest that rather than an expected increase in I & I and SSO's due to an aging system there is actually equalization in the system.

The Wastewater Treatment Plant has received several upgrades over the last 10 years most recently the installation of ultraviolet disinfection and a new clarifier. These upgrades were anticipated and have effectively eliminated the cost of compliance in violations with the Regional Water Quality Control Board. Efficiency in operating the wastewater treatment facility have allowed for rate stability and predictable annual costs of operations over the last four year period in spite of ongoing treatment operations during the construction of the upgrade project.



Public Works Street & Fleet Maintenance, Building & Facilities Maintenance, Administration & Engineering

The most challenging initiative in this program is adequately addressing the City's Street Maintenance Program:

The City maintained street inventory is made up of approximately 425 road segments of varying lengths (70 centerline miles) within the city limits. Approximately 10% of these streets have been identified as in "poor condition", 35% are in "fair/good" condition and the 55% is in "very good" condition. In an ideal situation the City's pavement maintenance program would include preventative measures (slurry seal, etc) or new asphalt for a minimum average of 3.5 miles of City street each year to achieve a desired pavement overlay cycle. In addition, resources to reconstruct very poor street sections, repairs to the associated storm drains, improvements to bike and pedestrian facilities and ADA compliance requirements all add to the cost of a street overlay. Unfortunately, sufficient annual revenues have not provided for this to occur on a consistent basis.

Primary funding of the Annual Street Overlay Project is reflected in the Transportation Fund and provided by Local Transportation Funds (LTF). This fund is fairly consistent but must fund the operation of the Transit service first with the remaining funds available for use on the City's streets and roads thereafter. This delicate balance requires that efficiencies exist in the Transit Operations and that projects are staggered in years so that adequate funds are built up for a typical roadway section. It is also necessary to aggressively pursue grant funding such as the State's Safe Routes to School Program for the installation of sidewalks and bike lanes.